

Part 1 of 2

DDI INPUTS for

DCI's Search for

Excellence

FEBRUARY 1984

21 February 1984

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM : Deputy Director for Intelligence

SUBJECT : CIA's Statement of Goals, Principles and
Standards

1. The attached two notebooks contain the submissions from every branch in the Directorate of Intelligence on the purpose and values of CIA and their reactions to the DCI draft. They are organized by office. Attached to this memorandum is a draft I prepared based on reading all of the submissions and on extended discussion with the Office Directors.

2. The reaction to the overall effort has been enormously positive; the reaction to your draft more mixed. The principal concerns expressed were that the DCI draft did not underscore adequately the uniqueness of CIA and its people and that it also was insufficiently inspirational for an Agency "credo". The only other widespread criticism was the reference in the section on measures of results to the "satisfaction" of our customers. Many in the Directorate believe that we do our best work when we tell the decisionmaker things that he or she may in fact not like to hear. Indeed, you will see in the submissions almost uniformly an enormous stress -- reflecting clearly deeply felt views -- as to the importance of the integrity and independence of our work. It seemed to me that what you meant was the satisfaction of our customers needs rather than telling them what they want to hear and so in my draft I have made that somewhat more explicit.

3. One of the suggestions made (by one of the branches, whose submission I have clipped) was that this statement be expressed as a credo rather than a statement; in other words, that it be a series of simple declarative assertions rather than a more prosaic series of paragraphs. I found that persuasive and thus you will see my draft is structured in that way. I think it makes for a stronger statement and comes across more as something one might post on a wall rather than file in a book of regulations. It provides a format for a more inspirational approach as well. I strongly commend it.

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4. Mechanics aside, you should be aware that you have ignited strong emotions with this endeavor. Across this entire Agency, for a little while, the veil of cynicism dropped and people gave voice to their deepest feelings about this Agency, what it stands for and their views of themselves and their management. They have collectively expressed a view not only of the Agency's principles but of the standards of management, leadership and treatment of employees to which CIA should and must aspire. By the same token, they have measured reality against these standards and in many instances found the institution wanting. Their concerns and their unhappiness over a number of things comes through in the submissions.

5. In your undertaking this effort, it is my perception that the employees believe you have undertaken an obligation to close the gap between reality and their aspirations -- an obligation all of us in senior management now must address. We must look for ways to improve the treatment of our employees, to promote greater authorities and responsibility being delegated to lower levels of management, to foster better communication, and to break down some of the bureaucratic barriers noted in the submissions. I believe when you have read through all of the submissions from all of the Directorates and reach a decision on what the credo should look like, that before issuing it you and John should sit down with the four deputies, Briggs and Taylor perhaps for several hours to talk about this entire undertaking and not only what the final version of the credo should look like but its implications for management. I have the very strong impression that if some action -- perhaps a whole series of smaller actions rather than one or two dramatic ones -- do not flow from this effort, we are all going to be in serious trouble with the people of this Agency. As one of the branches in STAT stated:

"We, as a group, agreed that the statement of purpose and ideals the Agency is drafting will have meaning only in the light of effort toward its implementation. We believe that the process CIA has now begun cannot stop with the formulation of such a statement; failure to move in areas where the stated goal and present reality do not coincide would be exceptionally destructive to morale. By undertaking this project, we believe that all levels within CIA are accepting a commitment to follow through beyond the stages of both goal identification and problem definition. Our success -- as that of any business or organization -- will depend ultimately not on what we say we ought to be but what we show ourselves to be."

As [] said in response to that statement, "Now that we have convinced our people to jump on the bandwagon, they are going to insist we take them somewhere."

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Robert M. Gates

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Attachment:

DRAFT CIA Credo

DDI submission (two notebooks)

The CIA Credo

Our Mission

We are the nation's unique first line of defense. We provide to the President and other decisionmakers the best and most objective possible information, understanding and warning of developments abroad affecting the security of the United States.

We perform other activities we uniquely are empowered by law to undertake and which benefit the strength and safety of the United States and its people.

Our Ethics

We conduct our activities always according to the Constitution and laws of the United States.

We conduct ourselves, given the uniqueness of our calling, according to the highest personal standards of integrity, morality and honor.

Our People

We recognize our people as our most important resource. We select the best and work to make them better. We treat them with respect and dignity.

We seek people with courage, creativity, independence and an innovative spirit.

We place highest value on people who instill mutual trust and confidence, give their best effort at all times, subordinate their own needs and desire for public recognition to our mission, strive for constant professional improvement, and demand unflagging loyalty to each other and to the principles of free government.

Our Leaders

We seek at every level leaders who inspire excellence and foster our highest values by personal example.

We seek leaders with a bias for action, problem solving and flexibility; who break down bureaucratic barriers to outstanding performance and promote cooperation and teamwork by all elements of CIA to accomplish our mission.

We seek leaders who stimulate initiative, maximum personal responsibility, creativity, and the professional growth of all. Our leaders strive to promote risk-taking and experimentation, knowing that occasional failure is an inevitable result of the pursuit of excellence.

We seek leaders devoted to improving the well-being of our people and to treatment of them befitting their quality and skills.

We demand from our leaders an attitude that strives for improved performance without resting on past achievements; that maintains clear goals; that gives our people freedom of action; that welcomes constructive self criticism and implements effective remedies; and that inspires pride and excellence.

Our Measure of Success

We accomplish our mission when we meet the needs of those whom we serve. The measure of our success is the contribution of our efforts to the protection, preservation and advancement of American security and strategic interests. The impact of that contribution depends upon its effectiveness, accuracy, total honesty and overall quality.

Our Standards

We seek to exemplify in everything we do:

performance of the highest quality;

ethics and integrity of the highest order;

development of outstanding skills, confidence, and personal resources in our people;

utilization of the most effective technologies;

capability and flexibility to meet tough and sudden challenges;

leadership and recognition as the best intelligence service in the world.

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EDI- 01098/84

15 February 1984

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MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

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SUBJECT: Mission and Purpose Statement for CIA

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1. The discussion of Agency mission and purpose in centered around several themes, most of which dealt more with the qualities desired in people than with organizational goals per se. There was, however, a consensus that mission of CIA is to serve the President as a representative of the people and not as the most senior politician in the US Government. As such, an Agency mission statement should focus on serving the Office of the Presidency and not the man in the Office. The discussants felt it was necessary to make this distinction to emphasize the importance of not letting Agency products and actions become politicized. 25X1

2. The participants also noted that keeping consumers happy should not be stated as a primary goal of CIA. In fact, consumers are not always going to be happy with the results of our analysis. We should always be aware of the needs of the consumer but should avoid at all costs being influenced by what we think they want to hear. Our goal should be to provide objective, correct, and timely intelligence and let the chips fall where they may. 25X1

3. The group agreed that the Agency has two primary purposes: to provide an independent warning of foreign events that could affect the interests of the United States, and to provide the President with a tool for influencing international events short of using military forces. In serving these purposes, it is important that Agency people be driven by their sense of mission and desire to achieve excellence and not by bureaucratic regulations and procedures. The bureaucracies must be held to a minimum to allow people the freedom to be objective and creative. The institutional biases in the Agency are toward action and problem solving and these should not be suppressed.

4. Recognizing that CIA's primary resource is its people, the participants felt that an Agency mission statement should reflect those

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SUBJECT: Mission and Purpose Statement for CIA

individual qualities that would contribute to excellence in the performance of that mission.

- Courage in both the physical and analytical senses. In the case of overseas activities this would include the courage to do the job under dangerous conditions. For those engaged in analytic work this would include the courage of convictions, the courage to be wrong and to correct those wrongs, and the courage to be objective in the face of bureaucratic or political pressures.
- Innovative and creative. These qualities have been exemplified throughout the Agency, in actions overseas, analytical works, and projects such as the U-2 [redacted] 25X1
- Willingness to work without public recognition. Agency employees generally must be satisfied with self and institutional recognition. They also should place recognition of excellent organization performance above individual recognition.
- Professionalism. The people engaged in sensitive work should emphasize professionalism in terms of the public trust.
- Honesty and integrity. Because the nature of the work done throughout the CIA presents so many opportunities for unethical conduct, the personal standards for behavior must be higher for Agency personnel than for people in other organizations.

5. The [redacted] discussants expressed the belief that the DCI's draft statement was somewhat too general in that it left the impression of simply noting that "we prefer goodness to vice." They did not feel that the draft captured the essence or esprit of the Agency. The draft also failed to reflect the notion of the independence of the Agency and should have placed more emphasis on integrity and immunity from political pressure. The group generally felt that the draft lacked inspiration and, as such, would run the risk of evoking cynicism. 25X1

6. The [redacted] participants expressed the belief that a mission and purpose statement should be specific enough to reflect those things that are unique to CIA. It should have a stronger statement of ethics and should place a heavy emphasis on professionalism. Also, the statement should not be cast in 25X1

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SUBJECT: Mission and Purpose Statement for CIA

legalistic terms but should reflect the trust put in the Agency employees. It should stress a continuing intolerance of mediocrity and reaffirm the Agency's commitment to quality in people and products.

7. The participants felt that this exercise has been a good one and they noted a high level of enthusiasm among the analysts participating in the process. They felt that it might have been better to complete the process at the Office level before circulating the DCI draft statement. They also noted that, in the final analysis, the exercise and the completed mission and purpose statement will be meaningful only if people at all levels in the Agency have the professionalism and dedication to live up to the proposed standards. 25X1

8. The Division and Branch memoranda of discussion are attached.

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STATEMENT OF CIA GOALS AND PRINCIPLES



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Purpose: To provide the President and the US policymaking establishment with the best intelligence possible in support of the national security interests of the United States.

- That intelligence must be accurate, timely, insightful, relevant and objective; and
- Its primary thrust must be premonitory.

Organization: The CIA is made up of diverse operating elements that are critically interdependent. Each element's departmental and national responsibilities are recognized and respected.

- Because our concerns are global, our organization must retain the flexibility necessary to cope with diverse, unpredictable and complex issues.
- At the same time, we must make a concerted effort to ensure continuity of professional expertise and institutional memory.

Ethics: Agency employees take an oath to defend the Constitution. Our activities are conducted in the letter and *the spirit* of the laws of the United States. Both in our performance of duty and in our personal lives we seek to maintain the highest standards of integrity and morality.

People: CIA's strength and capabilities are rooted in the quality of our people. We strive to attract and retain individuals whose knowledge, skills, integrity and dedication are superior. We seek to foster their development as intelligence officers, reward them according to their contributions, and instill in them that high sense of duty and dedication to excellence without which our mission cannot be accomplished.

Management: CIA's management style encourages initiative, fosters individual development and freedom of action in an environment of mutual trust and shared responsibility, and ensures that every employee understands the importance of his or her contribution to the success of our mission. Our managers must always be mindful to balance the needs of the individual against those of the service, and seek to build a tough-minded esprit de corps characterized by a sense of common effort to become and remain the world's best intelligence service in all areas of our activity.

Measure of Results: The only acceptable measure of our results is the impact of our work on the success of US foreign and

national security policy, and our prescience in anticipating, interpreting, and correctly assessing the effects of changes in the world situation on our national interests.

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15 February 1984

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MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

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SUBJECT: Comments on the Statement of Goals, Principles
and Standards

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1. [] offers the following suggestions on the DCI's draft Statement of Goals, Principles and Standards:

- The statement should be organized and have its paragraphs entitled to follow its title, e.g., the first paragraph should be entitled "Goals" and one or more subparagraphs under this heading should describe the Agency's goals.
- The unique qualities of the CIA within the US Government, written into law by intent, should be articulated and stressed where appropriate throughout the text. These qualities impose a special responsibility on all who work here.
- The Agency's "customers" should be identified where possible, e.g., "national policymakers".
- In general, the draft seems to overlook the human element in its presentation, for example:
 - o The ethical demands on Agency employees extend beyond the letter and spirit of the law requiring the provision of objective and unbiased intelligence even if the intelligence does not support policy. Defending such intelligence requires moral stamina of the highest order.
 - o A goal of the organization should be to foster a sense of shared values with which employees can identify.
 - o The organization should not merely pay lip service to the fact that its people are its most important assets but treat its people as adults with respect and dignity.

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[Redacted]

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15 February 1984

SUBJECT: Comments on the Statement of Goals, Principles
and Standards [Redacted]

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- o Managers must also be leaders who can instill purpose, arouse, engage and satisfy the needs and motivations of their people.
- o In addition to demanding and expecting good results from its employees, some mention should be made of suitable rewards.
- o The unique status of the CIA, however, requires that its employees accept the requirement that their successful efforts usually will be anonymous.

-- The reliance of the Agency on information from sources of all types places another unique requirement on Agency personnel--protection of sources and methods.

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-- The reference, to the methods which business organizations use to measure results, appears to be too long. [Redacted]

2. The suggestions were put forward at a meeting of this entire [Redacted]
[Redacted] If there is anything further I can do in this regard, please let me know. [Redacted]

[Redacted]

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ADMINISTRATIVE - INTERNAL USE ONLY

February 15, 1984

MEMORANDUM FOR: Deputy Director for Intelligence

FROM :

[Redacted]

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SUBJECT : Agency Goals and Standards

Members of [Redacted] met several times over the last two weeks to attempt to develop a statement of CIA goals and standards. These discussions are consolidated at attachment 1. Submissions from the individual branches are found at attachment 2.

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ADMINISTRATIVE - INTERNAL USE ONLY

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Statement of Goals and Standards

Organizational Purpose

The Central Intelligence Agency holds a special position in the US Government because of the nature of its mission, the quality of its work, and the integrity and honesty of its people.

We Are A Service Organization

CIA's primary goal is to provide US policymakers--our clients--with the highest quality and most timely products and services of which we are capable. Every employee must fully understand that this Agency is a service organization and that the President, senior members of the Executive Branch, and the Congress are our clients.

We Are Committed To Excellence

The Agency must consistently strive for excellence in all undertakings. Second-best is never enough. Our employees must understand that it is better to seek excellence and fail than to achieve that which is merely adequate.

We Are Honor Bound In All That We Do

Our activities are conducted under the Constitution and laws of the United States. Everyone in the Agency, at all levels, must be aware of and abide by the letter and spirit of the law. Uncompromising honesty and integrity are required at all times in the conduct of Agency business.

We Are A Special Group Of People

The people are the Central Intelligence Agency--they make it work by their ability and dedication. Above all, the CIA must strive to recruit and retain quality people who are well motivated, intelligent, and appropriately trained. It must offer its employees challenging career paths, an opportunity for creativity, a hospitable workplace, and the best tools available. In return, Agency employees are expected to be creative, dedicated, hardworking, honest achievers. They must appreciate that teamwork is a key to success.

We Encourage "Can Do" Management

CIA managers are leaders first and administrators second. They seek to foster creativity among employees, and reward outstanding performance. Our managers must be willing, within the letter and spirit of the law, to encourage mavericks. Our managers must strive for efficient performance from employees, but also tolerate failure and be willing to risk.

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Critique of DCI's Statement

I. General Comments

- CIA is unique; statement does not adequately reflect this and "Central" nature of CIA.
- Statement should be more positive.
- Purpose is the point of departure; should be included in title.
- Statement should be such that it can be translated into operating guidelines for all in Agency.
- Individual items in the DCI's Statement have been reordered, as appropriate, with new thoughts added to make more comprehensive.

II. Specific Comments

Purpose: "Broad range of consumers" lacks specificity; first and foremost, CIA supports the President and the NSC. And its intelligence and support must be "independent" and "unbiased."

Goals: In title, but not explicitly stated. For example, "Recognition as the best intelligence service" is a goal, not a standard. Whether a goal or a standard, there is some question about this statement. Is recognition as the "best" sufficient or relevant?

Principles--

Organization: As stated, not clearly tied to the Purpose. Essential to stress that Agency is "One", instead of semi-autonomous baronies...

Ethics: Legal responsibility should be explicit. "Integrity" et al. more appropriately are placed under Standards.

People: Selection of management transferred to next sub-section. This sub-section needs to be expanded, to stress their value, to include words such as "achievement" and "pride," and to highlight unique nature of a career in this Agency. If retained, "foster" and "promote" need to be clearly defined. Strength of organization depends on quality and dedication of its people.

Management: Importance of "open" communications should be stressed. Sub-section has been expanded to detail need for "effective" use of people and other resources, etc.

Measure of Results: Unnecessary to note we are not a "business;" therefore, first three sentences are superfluous.

Standards: Lead-in to "personal" standards of conduct can be omitted.

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16 February 1983

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Statement of (Purpose)/Goals, Principles, and Standards for the CIA

Purpose (or Mission)

Provision of accurate, timely, independent, unbiased, comprehensive intelligence...and support to the President, the National Security Council, and other Executive Department policymakers.

"Central" nature and responsibilities of CIA are important.

Goals

Able/ready/(flexible) to handle toughest challenges

Find/develop/employ most effective approaches (techniques)/technologies

Best intelligence organization/service...demonstrated by performance

Operating Principles

Organization. To achieve Agency's **Purpose** effectively, efficiently, maintaining requisite security...one Agency: essential that overall effort of elements be mutual, coordinated, cooperative, harmonious to the benefit of each...

Ethics. Activities...under the Constitution and laws of the United States, and reflect national values.

People/(Personnel)

Root source of strength, capability, integrity, values ...Agency's most valuable (important) asset...

Specially qualified (skilled) (competent), selected, motivated/(dedicated), self-disciplined, trusted...sharing common purpose, who view Agency employment as unique, challenging professional career.

Effectiveness of Agency dependent on (career) opportunities and benefits offered/provided, skills developed, exceptional performance/initiative/achievement (accomplishment) rewarded...environment that evokes enthusiasm, pride...elicits excellence...

Promotions/varied assignments/training/travel...strictly on merit and needs of organization.

Management (Style). Flexible, responsive to changing demands (new challenges), focused on mission,...instills/maintains confidence...obtains desired results, ensures productive/effective use of people and other resources, sustains preeminence...encourages individual freedom/ initiatives that are innovative even if risky...delegates authority to extent possible...selected on merit/ability...maintains open vertical/horizontal communications (within/across directorates)...

Measure of Results. Ultimate judges are President and other principal consumers for whom intelligence product/service is provided...and the Congress as well as public at large who assess value of Agency to commonweal.

(Personal) Standards. Each employee will conduct himself/herself--

--uncompromising integrity...ethics of highest order...according to the law

--strict adherence to security practices/procedures

--professional performance of highest quality/caliber

--reliability, responsiveness, motivation

--commitment to duty

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14 February 1984

MEMORANDUM FOR: Richard J. Kerr
Associate Deputy Director for Intelligence

FROM:

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SUBJECT: The Search for Excellence

1. This is my response to the DCI's requirement that each manager prepare an improved statement of CIA goals, ala the book In Search of Excellence. The attachment contains my statement of goals, together with relevant comments.

2. Having read In Search of Excellence, it appears clear to me that enunciating and promulgating a set of goals, principles, and standards is necessary but not sufficient. Each person in the organization should understand and believe in these goals and strive for attainment. Even more important, the workers must perceive and believe that management not only accepts these goals and principles, but also has the will and power to implement them.

Attachment:
as stated

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STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR CIA

Purpose. To provide accurate, objective, and comprehensive intelligence support on national issues to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Comment: This is an excellent statement. Every effort should somehow serve to improve the quality of the intelligence product. By the same token, the producers of intelligence should be asked to judge the benefits of new or modified programs, especially major collection programs, before decisions are made. At present the system does not work that way.

Organization. The CIA is organized to address effectively today's and tomorrow's issues, and so that the operating elements can efficiently work together towards this end. As consumers' needs change, so will our organizational structure to better meet these needs.

Comment: We must continue to demonstrate flexibility in our organizational structure. Not only will this encourage better use of our resources, but it also adds excitement to the institutional life.

Ethics. Our activities are conducted in accordance with the Constitution and statutes of the United States, as well as in keeping with the traditions and spirit evident throughout its history. It is the responsibility of each member of the CIA not only to comply with the letter and spirit of the legal context, but also to conduct both professional and personal matters so as to prevent even the appearance of illegal or unethical actions.

Comment: The need for this statement is self-evident.

People. The strength of the CIA rests on the quality and dedication of its people, and its future depends on the best use being made of their skills through wise assignments. Opportunities for personal growth and professional advancement are an important function of the personnel system, which must provide the means for recruiting, training, and managing a diverse population.

Comment: The CIA generally recruits good people; people who take pride in their work, want to do the best they can, have the skills to perform well, and recognize the importance of their work. This is what keeps us going. But not all these good people choose to stay at CIA, and the rate of departure is increasing. Part of the problem is, of course, salary limitations. We're not competitive with the private sector for the higher quality people. The instability of the personnel system may also be a factor. In recent years especially, each time there is a change in senior managers there is a change in the personnel system, or in its implementation. While some changes are no doubt necessary, too

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frequent changes can create a feeling of concern and unease. This is particularly true when changes are made in areas where it is felt that a "contract" exists, such as in retirement policy. Younger personnel may feel especially threatened by this possibility, choosing to make a career change rather than endure the continuous assault on benefits.

Management. CIA is a mission-oriented organization, where results count and process is only a means toward this end. Individual initiative and creativity are fundamental elements of our approach, to be nourished by recognition and reward when successful. Responsibility is clearly defined, and each person is given freedom of action to accomplish assigned tasks.

Comment: The other side of this coin is that we need to encourage risk-taking. It is the nature of our business, however, that we must have a very low tolerance for mistakes and failure. This dichotomy poses a challenge for managers, and creative tension for all personnel.

Measure of Results. (Suggest this be deleted. It addresses no goals, principles, or standards. Instead a new statement on consumer relations should be added.)

Consumer Relations. Our sole reason for existence is to support our customers. We will, at all levels, maintain a relationship with our customers to promote a frequent and clear interchange of ideas, reactions, requirements, results, and feedback. We must fully understand our customers' needs; they must understand our product.

Comment: This relationship is of critical importance. Our customers do not always know whether we've been helpful. At times they may not even know it's our product that they're using. But the better the communications the more likely that we'll be on the mark with timely, accurate and pertinent intelligence product.

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15 February 1984

MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

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SUBJECT: Agency Goals, Standards, Mission and Purpose

1. I believe most staffers took this project seriously and approached the effort with some enthusiasm. There appeared to be a distinct difference between the views of the more senior employees as compared with the more junior. Most appear to believe that a CIA statement of purpose is a necessary requirement but that the DCI's draft statement does not have the right tone.

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2. Common threads ran through the discussions in the several groups which met separately. All agreed that there is a need to assert the Agency's mission clearly and concisely and that the statement should address the following:

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- o The need for good communication in all directions, both within and outside the Agency.
- o The need for effective, constructive, clear and flexible management and guidance.
- o Emphasis on the pursuit of the best obtainable and timely product.
- o The need for attracting, developing and retaining talent, both individual employee skills and management skills.
- o The need for sharing pride in accomplishment, with sufficient dissemination of the results of cooperative efforts so that individuals might recognize their contributions in the final product.

3. When presented with the draft DCI statement, many recognized similarities between what is contained in that statement and what was discussed within the groups. Most, however, reflected that the tone of the draft statement was too bland and would benefit from more appropriate language and style. It was a surprise to me to learn that so many pine for the "good old days" in CIA when there was a fairly well defined sense of family, cooperative effort, pride in accomplishment, a sense of worth in that what one was doing meant something and was

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recognized as superior by others; a truly elite Agency. When pressed for reasons for the change, some referred to the degradation of benefits, pressures from without during the mid-70's, unevenness in the recognition of merit, increased dependence on specialized functions, reduced levels of personal dedication and loyalty to the Agency, increased bureaucratization of all aspects of CIA business--all adding to the perception that what CIA really needs to do is to re-establish what it once felt in terms of worth and pride as an Agency.

4. In summary, the consensus from here seems to be that CIA could benefit greatly from a statement of purpose, goals, principles and/or standards but that the draft statement is too heavy and misses the mark. What is needed is something with sufficient spark and vitality to force the restoration of the feeling of excellence and pride in organization once enjoyed by CIA employees. A few point to the IBM statement as a good example to consider for tone.

5. My personal opinion is not far from that of the group as a whole. While I did at one time feel a part of an elite Agency, much superior to any other in the Government, the reasons for that feeling may not have been all that well thought out. Nevertheless, I share a good bit of that optimism now and I believe a statement of the sort suggested is needed but it must have the right tone and content to be effective. Above all, it should not read like just another Headquarters Regulation.

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DDI 01079-84
15 February 1984

MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

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SUBJECT: Goals, Principles and Standards for CIA

1. We generally approve of everything the initial draft says but would like to find in the final product more reflection of the uniqueness of CIA, the peculiar obligations that service here imposes, and the special rewards it offers. Our discussions point to a statement that treats our mission only briefly and emphasizes values and behavior.

2. With regard to mission, we believe that the statement needs to address directly our role in the policy process. To this end, the statement of purpose might be amended to read:

CIA exists to provide intelligence support that will improve the formulation and execution of US foreign policy.

3. Beyond that we believe the statement should focus on how we pursue the mission. For example, we would add a specific subsection on "relationship to the policy process":

We strive to give policymakers information, analysis, and action options that are as complete, objective, prescient, and accurate as possible. We seek to deliver information and ideas in a manner that is timely and useable. We seek to warn policymakers of problems on the horizon, as well as to help them with issues of current concern. We do not press for particular policy choices or take sides in policy debates.

4. We suggest substituting a "Teamwork" section for the present entry on "Organization" and shortening the "Results" section:

Teamwork: Our success depends on intense cooperation in pursuit of our common goals. Operating elements are critically dependent on one another. No individual or unit has a monopoly on truth, ideas or insight, and none can be as effective alone as we can be if we work together.

Results: Consumer satisfaction is a major measure of success. But we must sometimes deliver unwelcome news and suffer the consequences. We must take risks to make gains. To a considerable degree, our measure of success lies in the conviction that we have done our duty.

SUBJECT: Goals, Principles and Standards for CIA

5. Other key ideas related to our unique responsibilities that we believe should be added or substituted for some of the present language include:

By law, the DCI and CIA have unique authorities. These will not be abused; they will be used as necessary to maximize our effectiveness.

We honor our heroes and heroines, celebrate our triumphs, and suffer our failures within the organization. We do not seek public acclaim or public redress.

Many of our activities require some degree of dissimulation or concealment with regard to the world at large. We must guard against the potentially corrupting effect of secrecy by maintaining extraordinary standards of ethics and honesty among ourselves and with our customers.

We have a special obligation to convey contradictory information and differences of opinion on important issues to our customers.

6. Finally, there are matters of "operating style"--some now addressed under the rubric "management"*--that we believe deserve reflection in a "creed":

People are our most important asset; we treat them accordingly.

We continually seek to be at the forefront of our myriad operational, support, and substantive disciplines. To this end we offer unique opportunities for learning through education, experience, and intellectual interchange.

We are persistent in pursuit of our objectives; while recognizing that we will never know all there is to know on all topics, we never stop trying.

We focus on our primary tasks, reaching out to other elements of the government and to the private sector for help on tangential tasks.

When unexpected and urgent demands arise, as they often do, we do the best we can with the assets at hand. And we expect to succeed.

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* We suggest that words like organization and management be avoided entirely.